

17 January 1972

MEMORANDUM FOR: Office of Training Plans Staff

SUBJECT : Program Call--Senior Seminar

1. The major new development in CY1971 was the development and conduct of the CIA Senior Seminar. In November 1970, the Director of Training proposed the establishment of a new training program to be conducted on an in-house basis for higher grade CIA officers. Following discussion by the Executive Director and the Deputies, the proposal was approved by the Director in December with the understanding that attendance would be limited to 20 officers of minimum grade GS-15 and that the Seminar would not exceed 3 months in length. The Director also stipulated that the first Senior Seminar be given a hard evaluation after which a decision would be made as to the continuation of the program.

2. Planning for the new Senior Seminar commenced in late December. An analysis of the characteristics of the Agency's senior officer population was made, and the organization and content of other senior officer courses--the National War College, Senior Seminar on Foreign Policy, and the Federal Executive Institute--were reviewed. The objectives for the Seminar were developed and approved. These were as follows:

a. To develop greater insight into problems and pressures facing CIA management, the processes of change within the Agency and in its external relationships, and developments in American society which are relevant to CIA as an organization.

b. To acquaint the participants with current thinking on U.S. foreign policy equities and developments abroad which are the subjects of CIA's business.

c. To provide an opportunity for senior officers to renew their sense of personal motivation and appetite for achievement and to renew and broaden their understanding and appreciation of "the other guy."

of the Agency's domestic situation, which bear directly on the Agency's mission. "New Tools and Methodologies for Intelligence Management and the Future." The first 11/71.

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-2-

3. There followed a sequence of model building and extensive consultation at all levels throughout the Agency involving approximately 80 officers outside the Office of Training. Over the spring and summer, plans for the Seminar were translated into an operating program. Speakers were identified and invited, topics to be covered and bibliographies were developed, and extensive reference materials were collected. The running of the first Seminar was set for 19 September through 24 November.

4. As this work proceeded, the Senior Seminar Staff was assembled, including three officers, a secretary and a training assistant who were detailed from various components of the Office of Training. One officer was loaned to the Staff by the S&T Directorate, one by the Clandestine Service, and one from the Support Service; a Career Trainee was detailed to the Staff on an interim assignment basis. Each of the officers worked on the development of the Seminar and during its running participated as "manager" of one or more "blocks" of content. In late August the Staff moved, along with other components of the Office of Training, to the Chamber of Commerce Building where the Staff occupied the suite which had been designed expressly for the purpose of conducting the Seminar.

5. Following the announcement by the Director of Training of the Seminar throughout the Agency on 18 June 1971, the Directorates nominated 35 qualified officers. From this group, the Training Selection Board picked 20 officers who, taken as a group, met the criteria that the Seminar be composed of participants with a variety of Agency occupational backgrounds and with experience on each major foreign area. A precourse session was held with the selected participants on 31 August 1971 to brief them on the development of the Seminar and its method of operation, and to pass out advance reading material.

6- The Seminar covered a variety of subjects which are directly relevant to the activities, relationships, interests, policies, and problems of CIA. Its final format consisted of Blocks on "The Senior Agency Officer," "The Intelligence Business," "Major World Trends and Their Significance for Policy and Intelligence," "Covert Action: The Hidden Side of Foreign Policy," "The Environment of CIA: Official Relationships" followed by "Unofficial Relationships" (the latter incorporating presentations on facets of the American domestic situation which bear directly on the Agency), "New Tools and Methodologies for Intelligence," and "The Management of Intelligence and the Future." The first Block

- 1 - D. L. Smith, et al.
- 1 - Charter file

- 3 -

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was conducted in residence at [REDACTED] numerous short trips in the Headquarters area were made, such as "A Day on The Hill" and "A Day in the State Department." Three-day trips to optional East or West coast installations of interest were taken by Seminar groups.

7. A total of 53 non-Agency and 99 Agency guest speakers and panelists accepted invitations to participate in the pilot running. Their presentations provided a stimulus throughout the Seminar's running for the participants to make full use of their own experience, knowledge and judgments in lively exchanges both with guest speakers and with each other.

8. In keeping with the Director's instructions, heavy emphasis was placed on evaluation of the Seminar. Each Block of content concluded with a written evaluation and discussion session. The Seminar also was completed with an extensive overall written and oral critique which evaluated the program in terms of its standard objectives and a variety of other bases such as its usefulness to the participants in their current jobs or in future assignments.

9. From the participants' evaluations and critiques and from memoranda voluntarily submitted by eight participants, it can be concluded that the Seminar was successful and that the participants profited significantly from their attendance. Accordingly, the Director of Training proposed to continue the Seminar on a twice annual basis with spring and fall runnings. Based on this proposal and a review of the participants' critiques, the Director approved, in early January 1972, a second running of the Seminar which will be conducted for nine weeks from March through May, 1972. The Executive Director-Comptroller has emphasized the need to nominate to this running highly qualified officers who have a potential for advancement.

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Chief, Senior Seminar

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